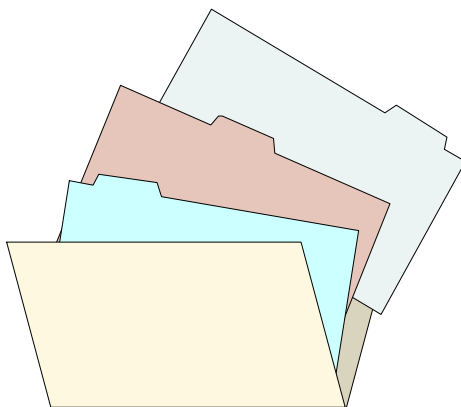# Orientation Manual
For
New Library Directors

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UTAH STATE LIBRARY DIVISION

DEPARTMENT OF COMMUNITY AND CULTURE

AUGUST 2005

ORIENTATION MANUAL

FOR

NEW LIBRARY DIRECTORS

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Department Of Community And Culture

Utah State Library Division

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August 2005

http://library.utah.gov

Utah State Library
Orientation Manual for New Library Directors

This publication is intended to help you get started in your new job. It provides an overview of the work of a public library director and the functions of a public library. It describes the role of the State Library and how statewide support can help you improve library service for your community.

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Introduction

Welcome to today's library
Congratulations on your appointment as public library director! If you are reading this manual, reality has set in. The library is much more than that nice quiet place that you have fond memories of using, as a child, student, parent, or citizen. Gradually, the picture is emerging of a complex organization, subject to federal, state, and local regulations, serving an increasingly diverse community of library users. In order to run the library effectively, you have discovered that there is a body of knowledge and theory that guides the management of libraries and a multitude of institutional practices and procedures that you are expected to learn as quickly as possible.

Orientation – putting the library pieces together
The State Library has prepared this orientation manual especially for Utah's first-time directors. It introduces you to your job and acquaints you with what the State Library and the library profession in general expects of a public library director. In addition to reading this material, you should begin meeting and talking with other librarians.

You are not alone
The Utah State Library (USL) is a primary resource for new directors. USL is responsible for statewide library leadership and development. The staff of the State Library includes a group of librarians with expertise in a variety of subjects and they are all available to help you become oriented to the world of library service. One of the staff will be assigned as a consultant for your library.

Within Utah's library community, you have plenty of colleagues that you can turn to for advice, mentoring, and networking. There are approximately135 managers of public library facilities that serve populations as small as 500 to more than 500,000, and all are willing to share information and experiences. The state's professional organization for librarians, Utah Library Association (ULA), provides additional opportunities for professional growth and continuing education.

Resources
Utah State Library: http://library.utah.gov
ULN Discussion List: http://library.utah.gov/librarian_connections/list_instructions.htm
Public Library Directory: http://library.utah.gov/directory/index.htm
Utah Library Association: http://www.ula.org

The Public Library

The library – tradition and trust
As you settle in to your new job, you will grow to appreciate the special opportunity that working in your local public library offers. The public library is a revered institution in towns all across this country, symbolizing the best in American values and culture. The responsibility now rests on your shoulders to ensure that your local library measures up to a long tradition of public trust and public service.

The library – a public institution
The concept of a free tax-supported public library parallels the development of our nation's public education system. The public library is generally referred to as "the people's university" because individuals of all ages and all backgrounds are welcome to use freely available library resources to pursue lifelong learning.

The library - more than a building
Most often the words "public library" conjure up the image of a prominent civic building. Usually, the building itself is a point of pride for the town that owns it. The building becomes a community asset, however, when citizens feel the impact of the library. The library is more than a building because of quality collections, current information resources, and professionally managed programs and services.

The library: a growing organism
 A healthy library looks ahead and pursues opportunities for growth. There are always new fields of knowledge to acquire, new information formats to integrate, new technologies to implement, and new groups of users to address. Libraries engage in both short term and long-range planning in order to remain current, fresh and relevant to community needs.

Resources
Public Library Statistics: http://library.utah.gov/library_services/statistics/index.htm
Quotable Facts about Libraries from ALA
http://www.ala.org/ala/pio/piopresskits/nationallibraryweek2005/libraryqf2005.htm

The Library Director's Job

What does the Library Director do?
The director of a public library is an administrator and business manager with ultimate responsibility for the successful operation of the library. The library director plans and carries out library service objectives, prepares budgets, purchases materials and equipment needed to run the library, supervises employees, arranges for maintenance of the building and grounds, creates publicity for the library, prepares grant applications, collects statistical data to evaluate the efficiency of the library and establishes cooperative relationships with the Library Board and governing authority The director also serves as the lead professional librarian who is knowledgeable of library best practices, sets an example for others in the delivery of reference and readers' services, and uses technology to enhance library operations.

Get on board quickly
As a new director, it is imperative that you learn a few things about your new job and your working environment as soon as possible after accepting your position. One way to acquaint yourself with the library and your new responsibilities is to do a *walk-around, look-around tour*. Tour the building, grounds, and all offices. Visit with staff, board members, and your counterparts in local government. Ask open-ended questions, (what do you like best/least about working here) and listen carefully to the answers.

The director must have *efficient workspace*. Make it a priority to organize the director's office so it works for you. If there is not an office, create a niche somewhere in the library for the administrative work you have to do. You should have fingertip access to certain files, statistics, and directories that you are sure to need on a daily basis, or may need at a moment's notice. Being prepared to respond to the public, press, or library board, for information about the library is an important of the director's job.

Locate your *budget and grants information*. If you don't know how your library is funded, find out immediately. Schedule a meeting with the board chair and the budget officer for your funding authority. Do not wait until a new budget is due. If you are unsure about the status of a grant, contact the State Library.

Resources
New Director's Checklist
http://library.utah.gov/librarian_resources/director_orientation/documents/new_director_checklist.pdf
Directions- USL Online Newsletter:
http://rss.dced.utah.gov/ee/index.php/library_directions/index/

Certified Public Libraries

Certification benefits
Only certified public libraries are eligible for Public Library Development Grants and federal grants, such as LSTA and E-Rate discounts. Certified public libraries receive the full range of support services from the State Library and personnel from certified libraries are given preference in training and continuing education programs. The State Library sets the performance standards for library certification. State law dictates the legal requirements for establishing legitimate public libraries. "Libraries" that do not have an official legal status and cannot meet the specifications of the State Library service standards, are classified as Volunteer Libraries.

What is a legally established public library in Utah?
The Utah Code stipulates that any city or county may legally establish and maintain a public library. Further, the Code authorizes the establishment of a tax rate to support library services and requires the appointment of a lay board of directors for a library to have legal standing.

What are certification standards?
Once a library is established by either a city or county jurisdiction, it is expected to meet a certain set of guidelines, called certification standards, established by the Utah State Library. Standards describe the minimally acceptable levels of performance in crucial areas of library operations, such as governance, funding, personnel, collections, public access, and more. Standards help ensure conformance to professionally accepted practices and establish benchmarks for libraries to improve service over time.

Resources

Library Laws of Utah: http://library.utah.gov/documents/Library_Laws_of_Utah.pdf
City Library Laws (Utah Code): http://library.utah.gov/documents/City_Libraries.doc
County Library Laws (Utah Code): http://library.utah.gov/documents/County_Libraries.doc
Checkpoint: Checklist for Certified Public Library Status (2005)
http://library.utah.gov/documents/Checklist%20for%20Standards.doc
Standards for Utah Public Libraries (2003 Rev.)
http://library.utah.gov/documents/Standards%202002.doc

The Library Board

Why do you need a library board?

A library board is created by law to act as a citizen control or governing body of the library. In Utah, the law is clear that municipal and county authorities must appoint a lay board of directors to oversee public library operations. The board is answerable to the governing body that appoints them and to the citizens they represent. Over 500 citizens in Utah serve on library boards.

Responsibilities of the board

Members of a library board are often referred to as trustees. The main responsibilities of a trustee include promoting the mission of the library, setting appropriate policies for library services, advocating for library issues, overseeing public funds and working to retain a qualified director.

Director and board: partners for library service

The library director is a crucial partner to the board in planning and administering library service. The librarian is responsible for administrative activities and the day-to-day operations of the library. The board serves as the eyes and ears of the community and provides invaluable guidance for planning library service.

Board housekeeping

Every library board should establish *bylaws*, a set of rules that define the structure and function of the board and its operational procedures. These bylaws should be approved by the local government authority and become a part of local ordinances. The board chair and director are responsible for ensuring that board appointments are kept current and reported to the State Library. All new appointees should receive an orientation and periodic refresher training is recommended for the whole board. Board members should be encouraged to attend training and workshops sponsored by the State Library, ULA, and other library organizations.

Resources
Comparison of Roles & Responsibilities, Utah State Library
http://library.utah.gov/about/board/trustee_roles/index.htm
Board Orientation; http://library.utah.gov/librarybdorient.html
Sample bylaws
      Wisconsin Public Library Development
      http://www.dpi.state.wi.us/dltcl/pld/bylaws.html
      Recommendations from the Illinois Trustee Fact File
      http://www.ila.org/trustees/trustee_facts.pdf

Funding and Budgets

***How are libraries funded*?**
In Utah, there are two primary mechanisms for government funding of library operations: 1) a dedicated library tax or 2) an apportionment from the General Fund. Municipalities and counties are empowered by the Utah Code to impose a separate dedicated library tax known as the library fund. Current law limits this tax to .001 of the taxable value of taxable property within that jurisdiction. Otherwise, the library is allocated a portion from the local government's General Fund meaning that libraries reapply for their budget amounts each year. State Library Certification Standards that at least 50% of a library's funding be from government sources. Libraries may seek supplemental funds through grants, Friends' fundraising, and planned giving campaigns.

The budget process
The library director drafts the library budget, with board oversight, and with guidance from the budget manager of the funding authority. Preparation of the budget starts about 6 months ahead of time. The rule-of-thumb percentages in a library budget are: 60-80% personnel, 10-20 % materials, and the balance for all other expenses. Grant receipts and expenditures must be tracked separately.

If this is your first budget, don't just assume the budgets of the past correctly reflected the library's resources. Scrutinize the current budget to ascertain that the library's revenues and expenses are itemized correctly. Be sure you understand the accounts and balances you are working with and keep digging for clarification.

Resources
Tips for Successful Budgeting. Utah State Library
http://library.utah.gov/librarian_resources/director_orientation/documents/tips_for_budgets.pdf
10 Steps to Orienting Yourself to the Library's Budget. Louisiana Library Director's Handbook, Chapter 3.
http://www.state.lib.la.us/empowerlibrary/dhb_budget.pdf

Core Functions and Services

Library core services
Libraries serve as the collective memory of our society. In order for a library to operate as an organized repository for the acquisition and dissemination of recorded knowledge, certain activities are routinely performed. The functions that form the foundation for library service are: 1) administration of the library;
2) building the collection; 3) making the collection accessible for use; and 4) serving the public. New directors must become informed about philosophies and standard practices in these core service areas. Technology affects how many library services are delivered today, so the director needs to become aware of advances in library automation and other library-enhancing applications.

Training for core services
The State Library's required training program for new library directors who do not have a degree in Library Science is called UPLIFT (The Utah Public Library Institute for Training). The UPLIFT core curriculum offers classes in Library Administration, Collection Development, Cataloging, and Reference. Attendance at UPLIFT is one of the State Library's requirements for libraries to retain their certification.

State Library support for core services
Recognizing that many of Utah's public libraries have limited resources to provide in-depth library service, the State Library serves as a back up for these libraries. Specifically, libraries can call upon USL for help in answering reference questions, cataloging instruction, interlibrary loan service, collection development tools, and "how-to-do-it library literature. Additionally, every library has an assigned consultant who can direct the library to other helpful resources.

Resources
Public Library Core Services
http://library.utah.gov/librarian_resources/director_orientation/documents/intro_core_services.pdf
UPLIFT: http://library.utah.gov/library_services/continuing_education/uplift/
Interlibrary Loan:
http://library.utah.gov/library_services/interlibrary_loan/title_request_form.htm
Reference Request: http://library.utah.gov/library_services/reference/reference_request.htm

Library Image: Policies and Personnel

What's your image?
Public opinion about the library is significantly influenced by the policies that are in place governing the use of the library and the quality of service that library users receive when they visit the library. New directors are advised to take time to develop thoughtful policies, store the written policies in a handy manual, and ensure that staff are trained to interpret and apply the policies appropriately.

Developing library policies
Developing policies to guide the operations of the library is one of the shared duties of the library director and library board. The director, with input from the staff, is responsible for articulating the policy issues to be addressed and proposing solutions that conform to generally accepted library practices. Prior to final adoption by the board, the policies should be submitted for review by the legal department of local government to ensure the policy's enforceability.

Compiling library policies
Written policies are essential to effective library operations. A policy manual helps ensure fair treatment of all patrons and staff, helps ensure conformity to local, state, and federal laws, and helps ensure quality service for everyone in the community. The policy manual may contain internal policies as well as directives from outside the organization, such as, personnel and labor laws.

Procedures follow policies
Although the board sets the policy, the nuts and bolts of putting the policy into action is delegated to the director and staff. Policies are implemented through internal procedures that must be put in writing for staff to refer to. Procedures are the step-by-step actions needed to carry out specific tasks and should be written in sufficient detail so that someone unfamiliar with the job could perform the function.

Personnel – making policies work
The library director is responsible for hiring, training, and supervising a competent workforce. The staff then enforce the library's service policies and are in essence the face of the library. The director should make sure that all library job descriptions are current and contain a reference to desired customer relations skills. *The library staff is the most effective public relations tool the library has.*

Resources
Checklist for Policy Making in Your Library. Louisiana Library Handbook:
http://www.state.lib.la.us/empowerlibrary/dhb_introduction.pdf
Policies, UPLIFT Library Administration Class, Spring 2005
http://library.utah.gov/librarian_resources/director_orientation/documents/policies.pdf
Personnel, UPLIFT Library Administration Class, Spring 2005

http://library.utah.gov/librarian_resources/director_orientation/documents/personnel.pdf

PIONEER and Local Libraries

Pioneer: Utah's Online Library

Pioneer is a statewide information service developed by the State Library in cooperation with partners in the public school system and higher education to acquire licensed databases for the use of all Utah residents.

Public Pioneer is the name of a web portal maintained by the State Library to provide handy, quick access to the best online reference sources for public libraries. At the heart of Public Pioneer are the premium offerings: databases of magazines, newspapers, health research and auto repair bulletins – all from data sources not found on the "free" internet. These databases are available in every public library as well as at home.

Pioneer – any time, anywhere

Pioneer databases may be accessed at home or anywhere away from the library. Home access requires a library card or a special access code that is issued by a local library for the use of their patrons. Call USL Reference Services for information about your local library *Home Access* code.

Your library's role

The State Library coordinates efforts on a statewide level to bring electronic reference resources to every public library community. USL provides training for public library staff and helps libraries resolve connectivity issues. In turn, the State Library depends on local libraries to direct their patrons to these valuable resources and to help promote PIONEER usage in local communities.

Librarian as teacher-trainer

The Internet has revolutionized the way libraries provide reference and information services. Today's librarian must have knowledge and understanding of online database content, and be able to teach others, staff and library users, to find online information.

Resources

Pioneer Premium Databases: http://pioneer.utah.gov/
Database Tutorials: http://pioneer.utah.gov/tutorials.html
Government Information Tickler: http://pioneer.utah.gov/gils.html

Internet Policies and Intellectual Freedom

The Internet dilemma
The Internet is about open access to a worldwide network of information and ideas. Libraries choose to have Internet stations for public use in order to provide the greatest range of resources for their patrons and to ensure equal access to online information for everyone in the community. This professional commitment to an individual's right to seek information via computer terminals positioned in a public space has forced libraries to adopt thoughtful and clear Internet policies that meet several legal tests.

Policy requirements from the state of Utah
If the library wishes to receive state funds, it must have an Internet policy regarding use of the Internet by minors and an Internet filter on all computers available to the public. This filter must be set up to block images of child pornography and obscenity to all users, and items harmful to minors under 18. Procedures for policy enforcement must be specified.

Policy requirements from the federal government
The Children's Internet Protection Act (CIPA) requires libraries and schools to install filters on their Internet computers if they wish to retain federal funds. An additional proviso requires that the library have a means for disabling the filter at the request of an adult doing "research." *CIPA directly affects eligibility for E-Rate telecommunications discounts and LSTA technology grants.*

Principles at risk: Intellectual Freedom and Freedom from Censorship

Intellectual Freedom is a core value of the library profession. From the library perspective, it is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause or movement may be explored. All aspects of library service, everything from the selection of materials for the library, public use of meeting rooms, Internet usage and patron library records are affected by the principles of Intellectual Freedom. Censorship is any change in the access status of material, based on the content of the work and made by a governing authority or its representatives. The library profession generally opposes censorship preferring instead to support an individual's right to freely choose reading and information sources.

Resources
Internet and Online Policy Requirement, UCA 9-7-215
http://www.le.state.ut.us/~code/TITLE09/htm/09_05017.htm
Content Standards for Internet Policy, UCA 9-7-216
http://www.le.state.ut.us/~code/TITLE09/htm/09_05018.htm

Intellectual Freedom Issues, American Library Association
http://www.ala.org/ala/oif/ifisues/Default883.htm

Long-Range Planning

What is a long-range plan?

- It is like a road map or a series of directions to get from one place to a better place.
- It is a logical process that leads to change or improvement.
- It helps groups and individuals make better informed decisions that result in responsible and productive actions.
- It increases the effectiveness of the organization and assures that the stated goals and objectives will be reached.
- It requires future oriented thinking, i.e., what do we want to happen, provide, or change in library facilities, services, or technology?

Is a library plan required?
*T*he State Library requires all certified public libraries to submit a comprehensive three-year plan that addresses all aspects of library services, programs, infrastructure and technology. Thereafter, the library submits an annual progress report on goals accomplishment and updates changes to the plan. The library plan is one of the conditions for library certification and for remaining eligible for Public Library Development monies. It is recommended that the annual report include tentative plans for using the PLD Grant to support one or more of the library's goals.

Who plans?
The library board in partnership with the library director and staff, and stakeholders in the community, engages in ongoing and comprehensive planning activities. When library planners put down on paper the goals and objectives that the library hopes to accomplish over a three-year period, they commit themselves to making it happen. For ideas on developing the library plan, refer to the *Planning Template* posted on the State Library website.

Resources

Planning Template and Examples of Plans

Elements of a Technology Plan
http://library.utah.gov/grants_funding/lsta/library_technology_plans.htm

The State Library and Required Reporting

Responsibilities of the Utah State Library Division
The Utah Code has designated the State Library Division as "the library authority for the state" and has given it the responsibility for "general library services" (UCA 9-7-201). The State Library works on behalf of libraries and librarians *"to develop, advance, and promote library services and access to information"*. USL plays a key role in facilitating discussions on statewide issues, conducting training programs, coordinating resource sharing, and making site visits to meet and consult with library directors, trustees, and local elected leaders.

The State Library Division is comprised of three major programs: Library Development, Library Resources, and The Library for the Blind and Disabled. Within the organizational structure of Utah State government, the State Library is a part of the newly created Department of Community and Culture (July, 2005).

Responsibilities of the library director
The State Library is mandated to document the progress of library service statewide. In order to fulfill this responsibility, USL is authorized to conduct surveys, collect statistics and planning documents, administer grant programs, and enforce selected library laws. In turn, the local library director is expected to comply with USL requests for information and to submit required reports and documents in a timely manner.
Examples:
- Annual Report - meet deadlines for city or county jurisdictions
- Public Library Development Grant – expenditure report due 7/31 annually
- LSTA Grant Reports - meet established deadlines
- Board appointments and staff changes – report as they occur
- Library Plans – due 10/31 annually
- Technology Plan – due with Library Plan
- Internet Policy Updates – due every 3 years (next: 2007)
- Summer Reading Program Orders – meet established deadlines

Resources
Summary of Required Reports for Utah Public Library Directors
http://library.utah.gov/librarian_resources/director_orientation/documents/reporting.pdf
About the State Library: http://library.utah.gov/about/index.htm

CE and Professional Development

CE is essential

Continuing Education is a key component in the professional growth of a library director and the director's ability to cultivate good library service. Ideally, commitment to CE will be a goal shared by both the library board and governing authority. Library budgets should contain specific line item funding for staff development. Additionally, the library director should be aware of other free and affordable training and learning opportunities.

Continuing Education Grants

The State Library's UPLIFT program offers a competitive grant program in two categories to support professional development: 1) Professional Excellence, and 2) Organization Resource for Individuals.

State Library sponsored training

The State Library's **UPLIFT** program is designed to help library directors without MLIS training meet the personnel standard for library certification. Although basic UPLIFT is required for directors, the program is generally open to other key staff members as seating permits. Additional UPLIFT opportunities include advanced training in critical library topics, training for library trustees, special institutes, mini-workshops, teleconferences, grants to individuals and grants to library organizations.

Pioneer database training is available through regularly scheduled workshops. On-site training or live Web seminars can be arranged by request.

The **Utah Library Association** (ULA) sponsors an annual conference as well as mini-workshops throughout the year. The State Library partners with ULA in planning continuing education programs.

Professional literature

The State Library maintains a substantial collection of materials on library management and information technology that are available for libraries to borrow through Interlibrary Loan. The collection contains newly published works as well as classic texts. Newcomers as well as the experienced librarians will find something useful in this collection to further their professional knowledge.

Resources
CE Grants: http://library.utah.gov/grants_funding/continuing_education_grants.htm
State Library Workshops: http://library.utah.gov/workshops/index.htm
ULA Workshops and Annual Conference: http://www.ula.org
Staff Development Activities:

http://library.utah.gov/librarian_resources/director_orientation/documents/staff_devel_activities.pdf

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